

Office Memorandum • UNITED STATES GOVERNMENT

DATE: 20 January 1956

TO : Chief, Geographic Research

FROM : Chief, Coordination Staff, D/GG

SUBJECT: Comments on Career Development Statement for the Geographic Area

General Comments

1. What is the purpose of the statement? Is it intended to be a policy paper or a procedure paper? It seems to be a mixture of the two. If the former, eliminate the detailed listings; if the latter, additional thought should be given to the content and its approach.

2. We suggest a change of approach with a clear division between a) requirements for advancement to higher positions and b) the opportunities provided by the Geographic Area for development of the individual. In the former, list the specifications for advancement in terms of job performance attainable by the individual's effort -- not those factors beyond his control, such as procurement missions. Items (b), (c), and (d) listed on page 12 under 2, a, (1) seem most unrealistic when considered (as indicated) as prerequisites for advancement. These should not be requirements for promotion to senior analyst unless they are a necessity for the performance of the job to which he is assigned. Also, if these are to be requirements and an equal opportunity is to be provided for all, how can they be achieved within a reasonable length of time without crippling D/GG operations? It is suggested, therefore, that these points be clearly listed as opportunities that may be provided for career development -- not as prerequisites for promotion -- and that the specifications for advancement be phrased along the following lines:

The individual has demonstrated:

(a) intimate familiarity with his area or areas (however obtained -- former schooling, Agency training, field work, etc.),

(b) intimate familiarity with intelligence materials and intelligence contacts,

(c) sufficient command of the language or languages required for research in his area or areas, so far as it is a job factor,

Comments on Career Development Statement for the Geographic Area

- (d) ability to write clearly and succinctly,
- (e) ability to produce a commendable quantity of good-quality work,
- (f) facility in team work and leadership

3. A clearer definition of the jobs within D/GG seems advisable. The relation between the senior analyst and the "junior" analyst should be clarified. Are there any senior-analyst positions in the Division at present? Have job descriptions been written up for senior analyst/junior analyst positions? What will be the difference in requirements; will it be a matter of performance level? What will be the grade-rating range within each? Would senior analysts supervise work of subordinate analysts? Unless the differences are clearly understood and implemented in work assignments, a morale problem will be created, especially since the organization within Branches is by area rather than by the difficulty of the operations.

There is no indication of requirements for the Deputy Branch Chief position. Specifications for transition from analyst to Deputy Branch Chief should also be defined.

4. Is a knowledge of German to be a requirement for all senior-analyst positions? Also, we question that all analysts in the FE Branch need to learn Japanese or Chinese, especially since many years of study in these languages is necessary before one acquires a "geographic reading knowledge," and since there must be constant job use of the language if the competence in it is to be maintained.

5. Both the Coordination and Editing Staffs should be covered in a Career Development Statement for D/GG. What provision is to be made for career development for the permanent members of these staffs?

6. It has been demonstrated that a rotation system for most of the personnel of the Coordination Staff is not practical. We recommend, therefore, that personnel be assigned on a permanent basis and that the statement (3), (a) on page 13 be eliminated. If, however, experience on the Staff is considered valuable training, one additional analyst might be assigned on a temporary basis. Also, it was agreed when the Staff was created that a minimum of three Chapters IX would be required of each "trainee"; that any less would be impractical.

Comments on Career Development Statement for the Geographic Area

7. Since this paper is to be forwarded as a Geographic Area statement, we suggest that the portions concerning the four divisions be more uniform in treatment.

8. The final report should be edited carefully to eliminate such statements as:

(1) An opportunity to learn his countries or regions of specialization by:

(b) Visit his area or areas, etc.

Specific Points

- p. 2 line 2 Correct statement that each of the four divisions "is staffed mainly by geographers."
- p. 2 line 8 Why mention "competitive"? Why not merely say "that the quality of performance and potential for higher responsibilities are factors that must be considered, etc.?"
- p. 4 Shouldn't Staff Chiefs be listed in Major Position Categories?
- p. 6 What is meant by 1, a, (1), (e)?
- p. 12 line 5 Clarify "in the field."
- p. 12 Should teaching of classes be listed under D/GG as it is for D/GP (p. 19)?
- p. 17 (h) Does D/GL "evaluate" maps?

25X1A9a

